

**City of Miami Beach - City Commission Meeting
Commission Chambers, 3rd Floor, City Hall
1700 Convention Center Drive
March 16, 2005**

Mayor David Dermer
Vice-Mayor Luis R. Garcia, Jr.
Commissioner Matti Herrera Bower
Commissioner Simon Cruz
Commissioner Saul Gross
Commissioner Jose Smith
Commissioner Richard L. Steinberg

City Manager Jorge M. Gonzalez
City Attorney Murray H. Dubbin
City Clerk Robert E. Parcher

ATTENTION ALL LOBBYISTS

Chapter 2, Article VII, Division 3 of the City Code of Miami Beach entitled "Lobbyists" requires the registration of all lobbyists with the City Clerk prior to engaging in any lobbying activity with the City Commission, any City Board or Committee, or any personnel as defined in the subject Code sections. Copies of the City Code sections on lobbyists laws are available in the City Clerk's office. Questions regarding the provisions of the Ordinance should be directed to the Office of the City Attorney.

ADDENDUM

C7 - Resolutions

- C7R A Resolution Accepting The Ranking Of Firms Pursuant To Request For Proposals (RFP) No. 40-03/04, Selection Of A Consultant To Conduct An Analysis To Determine The Most Effective Personnel Staffing Levels, Deployment, And Evaluate Existing Policies Governing Overtime, Off-Duty And Secondary Employment For The Miami Beach Police Department: MAXIMUS, Inc. As The Top-Ranked Firm, And Police Executive Research Forum (PERF) As The Second-Ranked Firm; Authorizing The Administration To Enter Into Negotiations With MAXIMUS And If Unsuccessful In Negotiating An Agreement With MAXIMUS, Authorizing The Administration To Enter Into Negotiations With PERF; And Further Authorizing The Mayor And City Clerk To Execute An Agreement Upon Completion Of Successful Negotiations In The Estimated Amount Of \$142,000.
(Procurement)

R9 - New Business and Commission Requests

- R9F Presentation Of The State Attorney Katherine Fernandez-Rundle's Office Community Outreach Programs.

(Requested by Commissioner Luis R. Garcia, Jr.)

**CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY**



Condensed Title:

A Resolution Accepting The Ranking Of Firms Pursuant To Request For Proposals (RFP) No. 40-03/04, Selection Of A Consultant To Conduct An Analysis To Determine The Most Effective Personnel Staffing Levels, Deployment, And Evaluate Existing Policies Governing Overtime, Off-Duty And Secondary Employment For The Miami Beach Police Department: MAXIMUS, Inc. As The Top-Ranked Firm, And Police Executive Research Forum (PERF) As The Second-Ranked Firm; Authorizing The Administration To Enter Into Negotiations; And Further Authorizing The Mayor And City Clerk To Execute An Agreement Upon Completion Of Successful Negotiations In The Estimated Amount Of \$142,000.

Issue:

Shall the Commission Adopt the Resolution?

Item Summary/Recommendation:

The purpose of RFP No. 40-04/04 is to hire a consultant to conduct an analysis to determine the most effective Police Department personnel staffing levels, deployment and evaluate existing policies governing overtime usage and off-duty hours. The analysis should have distinct recommendations for interventions to alleviate areas of concern and optimize the utilization of personnel. The City Manager via Letter to Commission (LTC) No. 028-2005, appointed an Evaluation Committee ("the Committee") consisting of the following individuals:

Assistant Chief Pat Schneider, Miami Beach Police Department
Mike Gruen, Planning and Research Manager, Miami Beach Police Department
Officer Robert Jenkins, President, Fraternal Order of Police
Linda Gonzalez, Labor Relations Director, City of Miami Beach
Assistant Chief Ana Baixauli, Coral Gables Police Department
Mike Finesilver, Police-citizen Relations Committee, City of Miami Beach
Alex Rey, Town Manager, Town of Miami Lakes, Miami Beach Resident

Assistant Chief Baixauli was unable to participate as result of recent foot surgery and was replaced by Dee Dee Weithorn, CPA and Chair of the Budget Advisory Committee. After the firms' presentations, the Committee members conducted question and answer sessions with each firm. After discussing the pros and cons of each proposal, the Committee ranked and scored the firms as follows: 1) MAXIMUS; and 2) Police Executive Research Forum (PERF). This item is being presented as an addendum so the results can be finalized as soon as possible in order to be used to make resource allocation decisions in Fiscal Year (FY) 2005/06.

ADOPT THE RESOLUTION.

Advisory Board Recommendation:

Financial Information:

Source of Funds:		Amount	Account	Approved
<div style="border: 1px solid black; width: 80px; height: 50px; margin: 0 auto;"></div> Finance Dept.	1			
	2			
	3			
	4			
	Total			

City Clerk's Office Legislative Tracking:

Gus Lopez, ext. 6641.

Sign-Offs:

Department Director	Assistant City Manager	City Manager
GL PS	DD	JMG <i>[Signature]</i>

T:\AGENDA\2005\Mar1605\Consent\PoliceAnalysisItemSummary.doc

AGENDA ITEM

C7R

DATE

3-16-05

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.miamibeachfl.gov



COMMISSION MEMORANDUM

To: Mayor David Dermer and
Members of the City Commission

Date: March 16, 2005

From: Jorge M. Gonzalez
City Manager

Subject: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ACCEPTING THE RANKING OF FIRMS PURSUANT TO REQUEST FOR PROPOSALS (RFP) NO. 40-03/04, SELECTION OF A CONSULTANT TO CONDUCT AN ANALYSIS TO DETERMINE THE MOST EFFECTIVE PERSONNEL STAFFING LEVELS, DEPLOYMENT, AND EVALUATE EXISTING POLICIES GOVERNING OVERTIME, OFF-DUTY AND SECONDARY EMPLOYMENT FOR THE MIAMI BEACH POLICE DEPARTMENT: MAXIMUS, INC. AS THE TOP-RANKED FIRM, AND POLICE EXECUTIVE RESEARCH FORUM (PERF) AS THE SECOND-RANKED FIRM; AUTHORIZING THE ADMINISTRATION TO ENTER INTO NEGOTIATIONS WITH MAXIMUS AND IF UNSUCCESSFUL IN NEGOTIATING AN AGREEMENT WITH MAXIMUS, AUTHORIZING THE ADMINISTRATION TO ENTER INTO NEGOTIATIONS WITH PERF; AND FURTHER AUTHORIZING THE MAYOR AND CITY CLERK TO EXECUTE AN AGREEMENT UPON COMPLETION OF SUCCESSFUL NEGOTIATIONS IN THE ESTIMATED AMOUNT OF \$142,000.**

ADMINISTRATIVE RECOMMENDATION

Adopt the Resolution.

ANALYSIS

The purpose of issuing RFP No. 40-03/04 is to hire a consultant to conduct an analysis to determine the most effective Police Department personnel staffing levels, deployment and evaluate existing policies governing overtime usage, off-duty secondary employment. The analysis should have distinct recommendations for interventions to alleviate areas of concern and optimize the utilization of personnel resources.

The tremendous popularity of the City of Miami Beach as a premier tourist destination has manifested itself in significant increases in arrests, calls for service, and a growing number of requests for police personnel to work in an off-duty capacity. As a result of the increasing demands for calls for service and the many opportunities for police officers to perform police services in an off-duty capacity or overtime basis at various City sponsored events; police officers have complained publicly of being unduly overburdened.

Police officers and sergeants have expressed their discontent that the Department is understaffed relative to not having enough police officers on the street to respond to calls for service. This situation coupled with Miami Beach Police Department's proactive management approach to effective community oriented policing has presented an excellent and timely opportunity for an outside consultant to review and make specific recommendations for practical solutions to City's existing policies and procedures.

All these parameters (i.e. assessment of workload measures such as calls for service, case investigation workload) in addition to deployment, scheduling, and policies governing the number of hour's worked either in overtime or off-duty must be scrutinized to obtain an accurate and objective determination as to whether staffing levels are sufficient and effectively deployed. As such, the Administration is recommending the award of a contract for consulting services on staffing optimization for the Miami Beach Police Department.

The goal for the awarded contract is for the consultant to provide relevant and realistic recommendations on how to most effectively utilize Miami Beach Police Department resources, while maintaining and improving police services. The consultant will work closely with a committee to be comprised of representatives from command staff, rank and file, the Fraternal Order of Police, the Office of Budget and Performance Improvement, and Labor Relations to explore concerns, develop and test solutions.

The consultant should develop practical and affordable solutions that are fair, impartial, humane and efficient and ensure that priority is given to the service delivered by the City to its residents and businesses. The terms of the contract are subject to negotiation, but the scope of services will include but not be limited to the following:

- Conducting management and operational reviews of relevant Department policies and procedures;
- Review the current operating environment including: arrests, calls for service, requests for police personnel to work in an off-duty capacity at various commercial establishments, a significant number of major events and traffic control at road construction sites;
- Review current schedules; and regular and overtime staffing levels; the frequency of patrol overtime, and off-duty and secondary employment;
- Identify best practices of other police departments around the Country and discuss methods used successfully in implementing specific policies and practices relative to identified concerns;
- Recommend policies regarding appropriate levels and conditions for use of patrol overtime, off-duty, and secondary employment;
- Implement or calibrate a police staffing optimization model for the City that incorporates recommended policies and is able to respond to changing operating conditions in the future and utilize the model with existing conditions;
- Develop schedules for assigning required staffing most productively and equitably;

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- Determine the number of field patrol officers and supervisors required to enable the Police Department to: respond to emergency and non-emergency demands of citizens in a timely manner, conduct prevention and other proactive patrol tasks effectively including community-oriented policing and problem solving; conduct all other patrol tasks effectively, including traffic control and special missions work; allow officers to meet all administrative requirements satisfactorily, including report writing, training; ensure the safety of the public and the police officers;
- Design a plan for deploying the required number of patrol officers and supervisors most cost effectively, by shift and patrol area, in response to geographic incidence of crime, demands for non-crime services, and policing approach selected by the Department; and
- Assess the impact on proposed changes including police community relations, cost impacts, other support requirements.

RFP PROCESS

On October 13, 2004, the City Commission authorized the issuance of an RFP to solicit the qualifications from professional firms with the capability and experience to conduct an analysis to determine the most effective Police Department personnel staffing levels, deployment and evaluate existing policies governing overtime usage and off-duty hours.

RFP No. 40-03/04 was issued on October 15, 2004 with an opening date of December 2, 2004. A pre-proposal conference to provide information to firms considering submitting a response was held on November 18, 2004. BidNet issued bid notices to 91 prospective proposers, resulting in eight (8) firms requesting RFP packages, which resulted in the receipt of the following two (2) proposals: 1) MAXIMUS, Inc.; and 2) Police Executive Research Forum (PERF).

The City Manager via Letter to Commission (LTC) No. 028-2005, appointed an Evaluation Committee ("the Committee") consisting of the following individuals:

Assistant Chief Pat Schneider, Miami Beach Police Department
Mike Gruen, Planning and Research Manager, Miami Beach Police Department
Officer Robert Jenkins, President, Fraternal Order of Police
Linda Gonzalez, Labor Relations Director, City of Miami Beach
Assistant Chief Ana Baixauli, Coral Gables Police Department
Mike Finesilver, Police-citizen Relations Committee, City of Miami Beach
Alex Rey, Town Manager, Town of Miami Lakes, Miami Beach Resident

Assistant Chief Baixauli was unable to participate as result of recent foot surgery and was replaced by Dee Dee Weithorn, CPA and Chair of the Budget Advisory Committee.

On March 14, 2005, the Committee convened. The Committee was provided with an overview of the scope of services and background information by Mike Gruen. Additionally, the Committee reviewed references secured by Procurement staff, and discussed the following RFP evaluation criteria and weighted score:

Qualifications of Consultant(s) assigned to work with the City:	30 points
Consultant(s) experience and past performance with similar projects:	25 points
Proposed Fees:	25 points
Approach and Methodology	20 points

The Committee unanimously agreed to allocate a score relative to the proposed fees utilizing a pro-rated formula based on the average hourly rate as submitted by each firm.

After the firms' presentations, the Committee members conducted question and answer sessions with each firm. After discussing the pros and cons of each proposal, the Committee ranked and scored the firms as follows:

	<u>MAXIMUS</u>	<u>PERF</u>
Mike Finesilver	83	65
Linda Gonzalez	91	67
Mike Gruen	91	90
Robert Jenkins	91	75
Alex Rey	86	75
Patricia Schneider	91	90
Dee Dee Weithorn	86	75

The Committee unanimously agreed that MAXIMUS was the most qualified firm for this project based on the following:

OVERVIEW OF APPROACH AND METHODOLOGY

MAXIMUS' approach is to work with the City as an integrated team of professionals. MAXIMUS' staff has extensive experience managing both large, complex engagements and providing consulting advice including specific implementation recommendations to large organizations.

Additionally, MAXIMUS has a thorough understanding of the issues surrounding development and implementation of staffing issues for local police agencies. Not only will MAXIMUS develop recommendations for any needed improvements, but also MAXIMUS' strategy is to make the change process more desirable by making it manageable, including understanding how to continue with the effort once MAXIMUS' project team is gone.

MAXIMUS' FOCUS ON IMPLEMENTATION

MAXIMUS will begin this project with the expectation that the City will receive a set of recommendations that are so compelling and straight forward that there is great incentive to carry them out. MAXIMUS' track record is that virtually all of their reports result in implementation of the great majority of their recommendations.

MAXIMUS' uses a highly interactive process which is a reflection of their corporate motto and philosophy: *"Helping Government Serve the People."* This process assures MAXIMUS that their clients understand the work, the methodology, the issues, and the recommended solutions. Rather than being passive recipients of a report in which there is no vested interest, their client staff are active participants in the study and have ownership of the process and the results from the start. This fosters an understanding of the Project.

EXPERIENCE AND CAPACITY

MAXIMUS was founded in 1975. MAXIMUS has established a solid reputation and broad scope of experience in supporting government agencies. MAXIMUS is the nation's largest consulting firm devoted exclusively to assisting state and local governments in providing services to their constituents. MAXIMUS provided services to over 3,000 clients in the past fiscal year.

FINANCIAL STRENGTH

MAXIMUS is a financially strong company with a net worth of approximately \$333 million. Dun & Bradstreet reflects their assessment of MAXIMUS' financial statements and credit worthiness as strong. Their financial strength is further evidenced by their selection by Business Week magazine as one of the hot growth companies for 2002. MAXIMUS was ranked 30th overall. Further, MAXIMUS is one of only two companies to have made the list for four consecutive years.

QUALIFICATIONS AND EXPERIENCE

MAXIMUS' Cost Services Division will be responsible for serving the City on this project. This division has established a track record of providing high quality service to federal, state, and local clients throughout the United States. With over 130 professional staff, the division has served more than 3,200 clients with well over 12,000 projects; this high ratio of projects per client (almost four projects for each client) attests to the quality of their work.

MAXIMUS' FLORIDA EXPERIENCE

Since their inception, MAXIMUS has a long history of service to government in the state of Florida, including cities, counties, and the State government. They have conducted stand-alone department / function reviews as well as comprehensive city / county agency assessments. Attached is a complete list of their comprehensive reviews in the state Florida. included constitutional officers.

GOVERNMENT CLIENT SERVICE EXPERIENCE

Beyond their experience in Florida, MAXIMUS has performed a large variety of services for state and local governments throughout the United States. In some cases, they have conducted several different studies for a given client; in other cases, a single contract included analysis of several departments or work functions at the same time. Attached is a table that shows the number of different functional departments that they have studied in the course of their recent engagements for 375 different clients:

PUBLIC SAFETY CLIENTS

Attached is a list of MAXIMUS' recent public safety clients; these engagements include police services, other public safety services, staffing analyses, deployment and work management, investigations, communications, emergency preparedness, and public safety information technology.

MAXIMUS' LOCAL PARTNER – JRD & ASSOCIATES

MAXIMUS has partnered with JRD & Associates, a state of Florida approved minority business enterprise. MAXIMUS has worked with JRD & Associates on a number of projects. JRD & Associates is certified as a participant in the U.S. Small Business Administration's 8(a) Business Development program.

ABOUT JRD & ASSOCIATES

JRD & Associates, Inc. is an Industrial Engineering and Management Consulting firm which focuses on objective, solutions-driven methods of providing consulting services to private and public sector organizations. The firm applies a practical approach to identifying opportunities, developing alternative strategies, recommending value-added solutions, and assisting in the implementation of these solutions to its clients. The firm is dedicated to providing these solutions on time and within budget, which are achieved through the development of detailed work plans with stated objectives, timeframes, and deliverables.

Recent JRD and Associates Client Service includes:

- Currently a contractor developing the methodology and quality assurance plan that contains strategic internal management controls for the United States Department of Housing and Urban Development's (HUD) oversight of its contractors that maintain, inspect, market, and sell HUD's 65,000 single family homes.
- Presently a subcontractor conducting an assessment of current business processes, development of future processes with improvements, a gap analysis between current and future states, development of a governance manual that will incorporate industry best practices, and an assessment of staffing levels for the City of Miami land management functional areas.
- Currently a subcontractor for the analysis and development of a new compensation and classification plan for Hillsborough County. Responsibilities include facilitation of focus group sessions and management interviews.
- Subcontracted to conduct a review of the financial conditions of Regional Education Service Centers in the State of Texas, as well as reviewing their current funding sources to determine the adequacy of state appropriations to the centers.

REFERENCES FOR MAXIMUS

CITY OF CHANDLER, ARIZONA

Reference: Commander David Neuman (Acting Chief of Police during the study)
Chandler, Arizona Police Department.

MAXIMUS conducted a full operational study of the Police Department of this City of 250,000 persons. The study included an evaluation of organizational culture, internal and external communications, personnel deployment, special assignments and tactical units, communications, records management, information technology, customer relations, and special assignments. The project included an extensive community outreach component, including both general meetings of the public as well as citizen focus groups, conducted with MAXIMUS-provided Spanish language interpretation. Recommendations focused on improvements in overall organization and leadership, staff redeployments, improved technology staffing, and tactical squad operations. This project was completed in the fall of 2003.

CITY OF MORENO VALLEY, CALIFORNIA

Reference: Mr. Barry McCellan, Assistant City Manager
Moreno Valley, California.

MAXIMUS assessed the "Economic Feasibility Of Establishing A City-Operated Police Department" for the City of Moreno Valley, which currently contracts for all of its police service with the Riverside County Sheriff. A critical part of the study assessed the staffing that would be needed for a full service city department. The current patrol workload was measured and alternate staffing scenarios were developed with their associated costs. Personnel requirements for investigations, traffic, special units and support units were also determined and compared to the current arrangements with the Sheriff.

ROCK ISLAND, ILLINOIS

Reference: Mr. John Phillips, City Manager
Rock Island, IL.

MAXIMUS conducted a joint service analysis for the cities of Rock Island and Moline, Illinois. The study included fire and EMS, police, and public works services. The purpose of the study was to compare the operations of the departments of the respective cities and to identify possible means of reducing overall costs through a joint service delivery mechanism in a highly unionized environment. For fire services, MAXIMUS recommended the development of a joint training and a combined Emergency Medical Services Coordinator. Staffing studies were conducted of both cities' Fire Departments and Police Departments.

GLYNN COUNTY AND THE CITY OF BRUNSWICK, GEORGIA

References: Mr. Mark Eckert, formerly Glynn County Manager, Mr. Roosevelt Harris, Brunswick City Manager

MAXIMUS completed a service delivery strategy study consistent with the requirements of Georgia House Bill 489. MAXIMUS conducted a joint service delivery analysis in the areas of police, parks and recreation, code enforcement, purchasing, occupational licensing, and tax collection. MAXIMUS also performed a detailed tax equity study for all service areas of the City and County. The City and County have used the results of the study as the basis for developing a variety of cooperative services. Subsequent to this study, the County has retained their services to evaluate County staffing needs and to develop cost strategies for its GIS functions. Concurrent with this work, MAXIMUS conducted a comprehensive wage and classification study for Glynn County.

Subsequent to this study, Glynn County retained MAXIMUS to conduct a cost effectiveness study relating to county staffing. This study was a high level overview of staffing, compared to similar jurisdictions in County for the purpose of identifying specific areas where operational reviews and improvements could yield the ability to reduce staff.

The resulting report indicated various areas in which County staffing appeared to be higher than might be expected as well as some areas where additional staffing support might be required.

FORT MCDOWELL YAVAPAI NATION
Reference: Mr. Ron Rossier, Tribal Counsel

MAXIMUS is concluding a comprehensive management and operational review of the Ft. McDowell Tribal Police Department. The review has included staffing, growth projection, and all of the department's management and operational systems. The preliminary report is currently under review by police leadership and by the Tribal Council.

The following brief resumes describe the experience of key personnel on this project and their roles in the engagement. Full resumes are presented in an attachment at the end of this proposal.

MAXIMUS' PROJECT TEAM

CRAIG FRASER, PHD, PROJECT DIRECTOR

Dr. Fraser is Director of MAXIMUS' Public Safety practice area, having joined MAXIMUS from his prior position as Director of Management Services for the Police Executive Research Forum. Dr. Fraser will serve as project director and perform research for this project. His recent experience includes managing studies for the Chandler AZ Police Department, for Moreno Valley CA, for the Rockville MD Police Department and with the Ft. McDowell Yavapai Tribal Police. He is completing work with the New Jersey State Police and for the Office of the New Jersey Attorney General. He is also directing their project, nearing completion, with the Phoenix AZ Police Department to assist the in Information Technology Strategic Planning.

Dr. Fraser has managed over 70 studies of police agencies and operations over the last ten years for both large and small agencies. In addition to his consulting experience, Mr. Fraser held a joint position of Director of Training, Richmond Police Department and Director of the Criminology/Criminal Justice Program, Virginia Union University. He has worked as Planning and Budget Manager for the Santa Ana, California Police Department; as Director, Training, Education, and Accreditation Division for the Massachusetts Metropolitan Police; and Director, Management Information Division, and Winston-Salem, NC Police Department. Additionally he has held appointments at Boston University, Florida State University, Washburn University, and the University of Kansas.

KEN MURRAY, QUALITY ASSURANCE

Mr. Murray is a Vice President of MAXIMUS and is the Director of their national

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Management Studies practice. He serves as the engagement manager and quality

assurance reviewer for organization-wide studies. Mr. Murray has 30 years of government management and consulting experience. Prior to joining MAXIMUS, Mr. Murray was a Senior Manager with a "Big Five" national consulting firm. Before that, his professional management experience includes serving as Director of Intergovernmental Programs for the North Carolina League of Municipalities; as Deputy City Manager of Grand Rapids, MI; as City Manager of Joliet, IL, and Lee's Summit, MO; and as Staff Director for the City Council for the consolidated City and County of Jacksonville/Duval County, FL. In his management capacity, Mr. Murray has been responsible for virtually every form of service provided by local government.

Among his public safety clients are Rock Island, IL; Moline, IL; Knox County, TN; Glynn County, GA; Brunswick, GA; Beaufort County, SC; El Paso, TX; Chandler, AZ; Moreno Valley, CA; Rockville, MD; Ft. McDowell Yavapai Nation; Port Authority of New York and New Jersey; Middletown, NJ; Westport, CT; Prince William County, VA

JORGE DUYOS. DEPUTY PROJECT DIRECTOR

Mr. Duyos is President of JRD and Associates, Inc., a Coral Gables, FL certified 8-a SBA firm. He recently was part of a team that provided a detailed review and analysis of the existing law enforcement environment, organizational structure, management practices, and staffing resources of the Miami Police Department. The study consisted of data gathering and analysis, including over 50 personal interviews with MPD staff. The team facilitated focus group sessions with MPD civilian and sworn staff, community organizations, and local citizens, to gather input on a wide range of issues. The team also conducted a peer review analysis to gather information on trends and best practices of similar police departments.

Mr. Duyos is currently a subcontractor as part Miami-Dade County's pool of firms to perform customer and employee surveys. Tasks include carrying out public surveys (phone, mail, intercept) of customer satisfaction, opinion, attitude, behavior, and knowledge; conducting focus groups; conducting employee surveys related to morale, opinion, and other issues; and providing miscellaneous survey-related consulting support in designing assorted customer research instruments, providing technical validation, and conducting survey-related training.

His government experience includes service as Assistant Director for the Miami-Dade County Building Code Compliance Office and Budget Analyst for Miami-Dade County. He has both Master of Science and Bachelor of Science degrees in Industrial Engineering from the University of Miami and completed the Executive Development Program, Florida International University.

AL YOUNGS, PROJECT SPECIALIST

Mr. Youngs retired from the Lakewood Police Department after 33 years. He served as division chief in the Community Resources Division, the Investigation Division, and Captain in the Intelligence and Information Management Divisions. He held command positions in every division of the police department. He teaches at the University of Colorado and is an adjunct professor at Remington College, Metropolitan State College and the University of Phoenix. Division Chief Youngs has a bachelor's degree in Political Science, a master's degree in Public Administration, a Juris Doctor degree and is a graduate of the FBI National Academy. He is an active member of the Washington D.C. Bar and the Colorado United States District Court. He has been president of the Metropolitan Law Enforcement Association, was class president of the Penn State Polex class for police executives, and is the U.S. International Police Association representative to the Country of Argentina.

RILEY SPOON, PROJECT SPECIALIST

Mr. Spoon recently retired as a Lieutenant from the Winston-Salem Police Department after 27 years of service. He also was an officer for the Washington Metropolitan Area Transit Authority Police Department for two years. Mr. Spoon has worked with Dr. Fraser on numerous police staffing studies including Tallahassee FL, West Palm Beach FL, Pasadena CA, Corvallis OR and Overland Park KS.

MARK OLSON, PROJECT ANALYST

Mr. Olson leads the Management Studies' administrative projects. He has over fifteen years of experience, including direct public management as well as consulting services. Mr. Olson has provided management consulting and operations analyses to a variety of clients including Kansas City, MO (Human Resources), Lee's Summit, MO (Police), Boone County, MO (Sheriff), Chandler, AZ (Police), Nashville – Davidson County, TN (Codes Enforcement, Planning, Printing and Postal), Northbrook, IL (Public Works), Sangamon County, IL (Circuit Clerk, Property Tax Administration), Springfield, IL (Public Works), McHenry County, IL (Clerk, Health Department), Miami, FL (Legislative Process), Polk County, FL (Purchasing, Risk Management), Chicago, IL (Natural Gas / Electric Procurement & Billing), Dane County / Madison, WI (Health Department Merger), Kenosha County, WI (Critical Path Budgeting), and Washington, DC (Public Parking Strategies). His public management experience includes: service as the Budget and Management Coordinator for the Forest Preserve District of DuPage County, a special district providing active recreation / public programming, historical / zoological / equestrian programming, landfill operation, and open space land conservation services; Budget Development Coordinator for the Illinois Department of Transportation; and, as a Capital Program Analyst with the Illinois Bureau of the Budget.

JOHN OSTROWSKI, PROJECT ANALYST

Mr. Ostrowski has twenty five years of experience working as a government manager and as a consultant to governments at the international, national and local levels. Most recently he worked as a senior manager with David M. Griffith & Associates (now MAXIMUS) in MAXIMUS' Colorado and California offices. Prior to joining DMG he was management audit director for the City of Pasadena, California and a project manager with the consulting division of Deloitte Haskins & Sells (now Deloitte & Touche).

Mr. Ostrowski has also served as budget chief for the Office of the Secretary of the Treasury and for the Treasury Department's international finance programs. He began his career as a budget analyst for the District of Columbia government. Mr. Ostrowski holds a Master of Science degree from the London School of Economics, and a B.A. degree from Thiel College in Pennsylvania. He has also done graduate study in public management at the American University in Washington, DC. In addition to other continuing education, he completed extended training in information systems strategic planning at the California Institute of Technology. He is a member of the American Economic Association.

PROJECT APPROACH AND WORK PLAN

MAXIMUS will use their SURE® METHODOLOGY in their project approach and work plan. Their SURE® (Survey-Understand-Recommend-Execute) methodology is derived from four principal sources:

The analytical techniques come from the General Accounting Office's Government Accounting Standards (commonly referred to as the "Yellow Book"), the guidelines of the Governmental Accounting Standards Board, and the recommendations of the Institute of Internal Auditors. All three provide excellent guidance in how to conduct a performance review and the analytical tools that are available to the performance reviewer. The organization of the steps of MAXIMUS' methodology is derived from the SARA (Scan-Analyze-Respond-Assess) problem solving process promulgated by the National Institute of Justice, which MAXIMUS will have adapted to fit all governmental agencies. There are four stages of work in their methodology:

- In Phase One, they SURVEY the organization to identify the principal policy, management and operational issues and components so that MAXIMUS will comprehend at the outset of the project the exact work climate and culture of the organization and develop specific project activities to address those elements.

In Phase one, MAXIMUS will work with city and police management to finalize the project work plan and schedule and conduct preliminary interviews to gain an entry overview of the police department, the personnel, business processes, and supporting data systems.

- In Phase Two, MAXIMUS' objective is to UNDERSTAND the police department, its work environment, and business processes. It is in this phase that MAXIMUS will conduct principal data gathering, identify current- state structure and operations, and employ various analytical techniques. This is the work activity that drives the recommendations that MAXIMUS will develop.

During this step, the team gathers essential information through interviews and data collection, identifies critical issues, and then develops the business cases upon which MAXIMUS' recommendations will be based. There are two stages in this phase. In the first stage, MAXIMUS will collect core information about the organization and identifying what appear to be the key performance issues. MAXIMUS will report that information in an interim Issues Report that serves as a discussion point with the police department to focus the remainder of the project activity on those elements. The second stage is further detailed analysis to corroborate the preliminary issues and to establish the basis for recommendations in the third phase.

- In Phase Three, MAXIMUS will RECOMMEND improvements. MAXIMUS will develop a series of recommendations for each issue observed in the preceding phase. For each recommendation, MAXIMUS will provide a business case.

Work steps for this task will include:

- Review and evaluate the department's policies and procedures, and operating procedures (written directives) especially with regard to staffing issues. Topics to be covered include, but are not necessarily limited to, the following:
 - Call prioritization.
 - Call response policies.
 - Report writing guidelines.
 - Critical incidents and special operations
 - Investigative case assignment and case management policies.
 - Special unit allocation policies.
 - Overtime policies and procedures.
 - Off-duty employment and secondary employment regulations.
- Review methods to disseminate and ensure compliance with rules and procedures, departmental policies and written directives.
- A critical component of this task will be a review of appropriate bargaining unit contracts and memorandums of understanding.

Task Deliverable: Preliminary report presenting the initial results of MAXIMUS' assessment of management policies and procedures. MAXIMUS will review this report with the project steering group to ensure clarity and thoroughness, and to discuss the implications of MAXIMUS' findings and conclusions for assessing staffing issues.

UNDERSTAND, TASK 3: REVIEW THE CURRENT OPERATING ENVIRONMENT

In this task, MAXIMUS will gain an understanding of the departmental operating environment including the following:

- Arrests;
- Calls for services;
- Request for requests for police personnel to work in an off-duty capacity at various commercial establishments, a significant number of major events and traffic control at road construction sites;
- Current schedules;
- Regular and overtime staffing levels;
- The frequency of patrol overtime;
- Off-duty and secondary employment. Task work steps will include:
 - Complete a thorough review of statistical data relative to: local population and demographics, both current as well as trends and projections; socioeconomic characteristics in and around the city; legal requirements and constraints; traffic congestion; residential, commercial, and industrial growth; zoning and land use patterns; and other factors which are anticipated to influence police service provision.
 - Review current workload data including: arrests, calls for police service, received and dispatched; the breakdown of calls for service by type, frequency, distribution and relative priority; alternatives to traditional police response; proactive activities; non-criminal service requests; response times; number of crime reports received and mutual aid agreements.
 - Review the process used to allocate off-duty officers to work at commercial establishments and the workload generated by such off-duty work for on-duty officers.

- Assess the extent to which off-duty officers are utilized for traffic control at road constructions sites. Determine the extent to which officers add value above contractor-supplied flagmen.
- Assess the utilization of off-duty officers and on-duty officers at special events both those sponsored by the City and those sponsored by other agencies.
- Review the police department's work schedule and current allocation plan for officers, supervisors and civilian staff in the various organizational components (patrol, traffic, investigations, etc.). The current method used by the department to allocate and distribute resources, particularly in patrol, will be evaluated. Analysis will be made of available time of patrol personnel (staffing availability factor). This will be compared to actual and projected workload demands.
- Assess the nature of each specialty function performed by units within the department. Evaluate the need for each existing organizational component by determining what is actually being done and how that compares to legal mandates, organizational needs, and community expectations and how each contributes to effective policing initiatives.
- Conduct a review of the department's interaction with the City's 911 Communications operation. Communications personnel and officers will be interviewed and their perceptions will be recorded relating to the timely relay of information and assistance provided under routine and critical circumstances.
- Review patrol overtime utilization in patrol including end of shift overtime, back filling to meet minimum staffing requirements, court time and other overtime usage.
- Assess the frequency of off-duty and secondary employment. Determine the extent to which such work extends police protection throughout the city and its impact on on-duty workload and staffing.

Task Deliverable: Preliminary report on the department's operating environment and how each factor influences staffing level and the work performed in terms of crime control, community policing and problem solving, response to citizens requests for service.

UNDERSTAND, TASK 4: IDENTIFY BEST PRACTICES OF OTHER POLICE DEPARTMENTS AROUND THE COUNTRY

In this task, MAXIMUS will evaluate the staffing of the Police Department as it compares to best practices. This diagnostic provides a quick and objective overview of the Department.

MAXIMUS has built propriety databases concerning industry best management practices (BMP) in all areas of local government service. The sources for the best practice inventory include a wide array of state and federal regulatory agencies, professional associations and industry groups, and other sources. Each of the practices that MAXIMUS will use in MAXIMUS' analysis is referenced to the source. MAXIMUS will leverage this repository of industry data to compare and contrast current staffing practices in the City's Police Department with the practices of other successful organizations. The steps in this process include:

Based on MAXIMUS' understanding of the Department from the preceding work steps, MAXIMUS will assemble a set of suggested best management practices for each departmental unit and regarding off-duty and overtime employment.

MAXIMUS will review of the suggested list with the City's project management before finalizing the diagnostic analysis. The purpose of this review is to gain concurrence on the standards to be used since it is reasonable for a Department to know in advance of the standards against which it will be measured.

- MAXIMUS will assemble their observations into a tabular report which will include the following information:
- Listing of each evaluation standard for each division
- MAXIMUS' evaluation of the degree to which the Department's performance exceeds, meets, falls slightly short of, or falls significantly short of, the relevant performance standard and MAXIMUS' observations in support of that conclusion.
- MAXIMUS will review a draft of the diagnostic with the Department in order to answer questions about MAXIMUS' observations, and to provide the Department with an opportunity to respond to, or provide supplemental information relating to, the observations.
- To the extent necessary, MAXIMUS will supplement their earlier interviews and data collection to assure the information necessary to conduct the diagnostic.
- MAXIMUS will prepare a best practices report in an understandable, easy to use presentation-styled format.
- MAXIMUS will review the preliminary report with the project steering committee and then finalize the report to address comments and questions received during the review.

Task Deliverable: Report comparing the department to national standards and to best practice. This will include a section on calls for service prioritization and call follow-up.

RECOMMEND, TASK 1: RECOMMEND POLICIES REGARDING APPROPRIATE LEVELS AND CONDITIONS FOR USE OF PATROL OVERTIME, OFF-DUTY, AND SECONDARY EMPLOYMENT.

This task will be accomplished as a result of the tasks performed during the “Understand” phase of this study. Work steps will include:

- Based on MAXIMUS’ review of the Department’s policies and procedures, their evaluation of departmental performance and the comparison against industry standards, MAXIMUS will draft revised policies and procedures relating to patrol overtime, off-duty work, and secondary employment.
- MAXIMUS will prepare a gap analysis showing how the revised policies and procedures vary from existing policies and procedures and provide justification for the recommended changes.
- MAXIMUS will review the draft policies and procedures with the project steering committee and revise the recommendations to address comments and questions from the review. It is understood that these policies and procedures represent recommendations from MAXIMUS and that it will be the obligation of the City to accept the recommendations and to bargain collectively any changes necessary to implement the policies and procedures.

RECOMMEND, TASK 2: IMPLEMENT OR CALIBRATE A POLICE STAFFING OPTIMIZATION MODEL FOR THE CITY THAT INCORPORATES RECOMMENDED POLICIES AND IS ABLE TO RESPOND TO CHANGING OPERATING CONDITIONS IN THE FUTURE.

There are two elements to this task. In the first element, MAXIMUS will provide a series of recommendations for policies and procedures relating to police staffing and utilization, special assignments, and other commitments of time and personnel that impact the overall deployment model. This will include the use of special teams, tactical and strategic deployment, events management, and related activity. MAXIMUS will review the recommendations with the project steering committee to determine which policies and procedures should be used for deployment analysis.

Following development of the recommendations—or, policy alternatives—MAXIMUS will then incorporate those options in their deployment analysis. The analysis itself will be based on the City’s historic data. MAXIMUS will analyze the data with their propriety deployment methodology, calculating various deployment options. This task will include utilization of the model with existing conditions to accomplish the following:

- Develop schedules for assigning required staffing most productively and equitably;

- Determine the number of field patrol officers and supervisors required to enable the Department to: respond to emergency and non-emergency demands of citizens in a timely manner, conduct prevention and other proactive patrol tasks effectively including community-oriented policing and problem solving; conduct all other patrol tasks effectively, including traffic control and special missions work; allow officers to meet all administrative requirements satisfactorily, including report writing, training, court obligations; ensure the safety of the public and the police officers;
- Design a plan for deploying the required number of patrol officers and supervisors most cost effectively, by shift and patrol area, in response to geographic incidence of crime, demands for non- crime services, and policing approach selected by the Department.

Recommendations that will be included in the model will be the following:

- A proposed structure of the organization with an assessment of the model's strengths and weaknesses in accomplishing its stated aspirations, and the consistency with which the daily needs of operational, support and administrative functions and responsibilities are met.
- Identification of those functions that can be performed successfully by civilians, contractual personnel or privatization, reassignment of operations and/or administrative staff, consolidation with other agencies or other resources.
- The amount of time that should be devoted to handle current workload with focus on identifying committed time (time devoted to handling calls for service, self-initiated activity, and administrative activity) and non-committed time (amount of time available to personnel to engage in discretionary activities).
- A strategy for assignment of personnel to calls for service needs, patrol tactics (routine, directed patrol or problem-oriented) and special events including consideration of temporal and geographic workload demands, while achieving the most efficient use of personnel and other resources. This assessment will include shift scheduling, beat/district design, and alternatives to include standard patrol practices.
- Call taking procedures at the department's answering point including call prioritization and procedures designed to facilitate the timely relay of information and assistance provided under routine and critical circumstances.

RECOMMEND, TASK 3: ASSESS THE IMPACT OF PROPOSED CHANGES INCLUDING POLICE COMMUNITY RELATIONS, COST IMPACTS, AND OTHER SUPPORT REQUIREMENTS.

The preceding task will result in a set of options that the City will be able to consider. In this task, MAXIMUS will evaluate each option so that the City is fully aware of the benefits and limitations of each. MAXIMUS' project analysts will build a business case for each option that considers the following:

- Relative financial costs and benefits of each respective option
- Issues relating to implementation, and associated implementation costs and amortization
- Gap analysis showing differences between the respective options and current practices
- Identification of changes necessary in operating policies and procedures, including collective bargaining obligations, to implement the changes
- Potential impact on community perception of police services

MAXIMUS' approach will be to craft recommendations that enhance community relations, minimize cost impacts, and at a minimum have a neutral impact on support requirements.

RECOMMEND, TASK 4: DRAFT REPORT

MAXIMUS will assemble all of the deliverables from the detailed analyses into a draft report. MAXIMUS will state each issue to be addressed, describe the issue, provide a set of recommendations and calculate an estimated cost-benefit relating to the recommendation. MAXIMUS will submit the report to the department's project management with a recommendation that each section be provided to the department for review and comment. The consultant project team leaders will be available to meet with the department to review the draft recommendations.

RECOMMEND, TASK 5: FINAL REPORT AND IMPLEMENTATION PLAN

Upon completion of the review of the draft report by the Police Department, the department's project management and the project steering committee, MAXIMUS will finalize the report. The revised report will address comments and questions received during the review. At that time, MAXIMUS will also finalize recommendations for an implementation plan based on the final recommendations.

The implementation plan will suggest priorities for implementation, recommend assignment of responsibilities, provide suggested time frames, and recommend performance measures to be used by the City to determine if the expected results are achieved. The implementation plan will also include estimates of implementation costs and calculate the degree to which those costs can be amortized through benefits achieved by the recommendations. Should the City desire to review some sample final reports that MAXIMUS have prepared, MAXIMUS will be pleased to submit them upon request.

RECOMMEND, TASK 6: PRESENTATION OF FINAL REPORT TO CITY

Upon approval by the department's project management, MAXIMUS will prepare ten hard copies of the final report for distribution to the City. MAXIMUS will then meet at the convenience of the City Manager and/or Council, in either formal session or work session, to conduct a presentation. The presentation will consist of a PowerPoint presentation of the principal findings of the report as well as a Question-and-Answer period, attended by the consultant's project management and project team.

EXECUTE, TASK 1: IMPLEMENTATION WORK SESSION

Within 30 days of the presentation of the final report to the City, MAXIMUS will conduct a one-day implementation work session with the Police Department's management. The purpose of this session will be to conduct a thorough review of each of the project elements and to brainstorm with police management on how to proceed with implementation. The purpose of this session is to afford police management as much of an opportunity as possible to explore various ideas and options.

EXECUTE, TASK 2: IMPLEMENTATION FOLLOW-UP (PRO BONO)

In the case of projects where MAXIMUS have performed a full operations analysis, MAXIMUS offers the opportunity for an implementation follow-up session to be conducted approximately six to nine months following completion of the full project. At the request of the City, MAXIMUS' project manager will spend a day with key departmental and City management to review the status of implementation and to discuss the viability of any mid-course adjustments that might appear warranted. MAXIMUS offers this as a free service in fulfillment of MAXIMUS' obligation for on-going client service.

C. STANDARDS FOR PRESENTATION OF DELIVERABLES

As discussed in MAXIMUS' project methodology and scope of work, MAXIMUS uses a highly interactive process for their performance reviews. This assures a complete and accurate project, performed on time and within budget. Just as important, however, is the process of building understanding of the process, agreement on the issues to be addressed, acceptance of the recommendations, and a commitment for implementation. These come from the participation of the City at all levels in the conduct of the project.

Thus, MAXIMUS commits to a high level of reporting and interaction. Each of their deliverables goes through a rigorous internal examination by the project team before MAXIMUS submits it to the department. All members will have input into the deliverable, enabling the capture of all knowledge in the transfer of information to the client. This is the first step to ensure that the services are useful and delivered promptly and correctly to the City. The Project Manager will be responsible for the overall content and presentation of the deliverable. The project's Quality Assurance executives will review deliverables with the Project Manager, providing oversight and input into the development of findings and the presentation of information to the City.

For each deliverable, the process of the acceptance of that product begins within the team. This avoids any material from reaching the client before having sufficient review and input. In each step, every member of the team will exercise the best judgment and professional standards to assure that the deliverable is in its most complete and accurate condition prior to review by the next party. Each member of the team will take ownership of the deliverable as if that was the only review to occur. The report will undergo three levels of internal review before the first draft reaching the client. The team members will conduct self-review.

The Project Manager will conduct a review of the draft and make changes necessary to improve the deliverable. Upon development of an acceptable draft, the Quality Assurance officer will oversee the process and provide insights and inputs into the deliverable. The internal reviews will include, but not be limited to, consistency, accuracy, and responsiveness to City requirements, analytical quality, and professional appearance.

Upon completion of the internal review process, MAXIMUS will provide the draft deliverable to the City for comment. MAXIMUS will also provide a presentation of the draft material and will revise the draft to reflect comments and questions resulting from the review. MAXIMUS use this iterative process for each project deliverable. That assures a high quality of product, and complete understanding by the City project management of the report elements.

This item is being presented as soon as possible to potentially be used to make resource allocation decisions in Fiscal Year (FY) 05/06.

CONCLUSION

The Administration recommends that the City Commission accept accepting the ranking of firms pursuant to Request for Proposals (RFP) No. 40-03/04, selection of a consultant to conduct an analysis to determine the most effective personnel staffing levels, deployment, and evaluate existing policies governing overtime, off-duty and secondary employment for the Miami Beach Police Department: MAXIMUS, Inc. as the top-ranked firm, and Police Executive Research Forum (PERF) as the second-ranked firm; authorizing the Administration to enter into negotiations with MAXIMUS and if unsuccessful in negotiating an Agreement with MAXIMUS, authorizing the administration to enter into negotiations with

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Re: RFP No. 40-03/04 – Police Department Analysis
March 16, 2005
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PERF; and further authorizing the Mayor and City Clerk to execute an Agreement upon completion of successful negotiations in the estimated amount of \$142,000.

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- We pay attention to implementation, including working with our clients to identify alternative solutions that will meet their needs and can be implemented within the framework of the client's environment, developing priorities, identifying responsibility, providing means for the evaluation of the success of the recommendation, as well as making ourselves available on client request to assist with implementation. A key element of implementation is change management, the process by which our clients' employees are active participants in change.
- We seek to build long-term relationships based on mutual trust and respect, so that our clients feel free to seek us out for advice and counsel long after our engagement is complete. Although MAXIMUS is a large corporation, our use of small practice units such as Management Studies assures you that you will receive very close, professional attention to your project and needs.

3. QUALIFICATIONS AND EXPERIENCE

Over our many years of service to government, MAXIMUS has established a track record of providing high quality service to federal, state, and local clients throughout the United States. We have served more than 3,200 clients with well over 12,000 projects; this high ratio of projects per client (almost four projects for each client) attests to the quality of our work, how well our clients receive our products, and our clients' desire for us to assist them with other work as a result of their experiences with our firm. We successfully provide our clients with services that meet their needs and achieve their expectations.

OUR FLORIDA EXPERIENCE

Since our inception, MAXIMUS has a long history of service to government in the State of Florida, including cities, counties, and the State government. We have conducted both stand-alone department / function reviews as well as comprehensive city / county agency assessments. Each of our comprehensive reviews included constitutional officers. The following list provides a representative example of recent client service in the State of Florida.

CLIENT	SERVICES
Florida Association of Counties	Review Medical Billing
	CAP- Agreement
	FEMA – Disaster Grants Management
	Compensation Studies for the Counties of Liberty, Jackson, Walkulla, Washington, Walton, and Holms
Alachua County	Facilities Location Study
	Operation Review
	Cost Allocation Plan
	User Fee Assessment
	User Fee Study
	Fleet Management Study
	Regional Library District Long Range Plan
	Diagnostic Appraisal
	Communications Consolidation Study
Bay County	Detention System Organization
	Child Support Financial Review/Analysis
	Cost Allocation Plan
	Develop Solid Waste DER 17-708 Full Cost
	Reporting Methodology, Forms and Report
	User Fee Study
Brevard County	Water/Wastewater Study
	Facility Surcharge Study
Broward County	Cost Allocation
	User Fee Study

CLIENT	SERVICES
	Environmental Service Departmental Overhead Allocation Review
	EMS Study
	EMS Non-Ad Valorem Assessment
	EMS Services Study
	Fire Station Locations
	Compensation and Classification Study for Court Administrator and Sheriff's Office
	Cost Allocation Plan
Charlotte County	User Fee Study
	Non-Ad Valorem Assessment
	Fire Non-Ad Valorem Assessment
	Fire/EMS Study
	Compensation and Classification Study
Citrus County	Compensation and Classification Study (Tax Collector)
Collier County	Road Department Non-Ad Valorem Assessment
	Stormwater Utility Rate Study
	Compensation and Classification Study (Sheriff's Office)
	Waste Management
Columbia County	Cost Allocation Plan
De Soto County	Cost Allocation Plan
City of Davie	Parks and Recreation Study
Escambia County	Operations Review – Road Department and Growth Management
	EMS Study
	Cost Allocation Plan
Flagler County	Cost Allocation Plan
Florida Housing Finance Agency	Classification and Compensation Study
Gadsden County	Develop Impact Fees for Departments of Road, EMS and Correction
Hardee County	Cost Allocation and Recovery Plan
Hendry County	Cost Allocation and Recovery Plan
Hernando County	Cost Allocation Plan
	Water/Waste Water Study
	Utility Operations Business Plan
	Solid Waste Disposal System
	Rate Study
	Public Works Study
Highlands County	Cost Allocation and Recovery Plan
Hillsborough County	Cost Allocation Plan
	Cable Performance Audit
	Management Audit of Human Resources
	Management Study of Building Inspection
	Planning Commission Study
	Operations Study of Environmental Management
	Civil Service Performance Audit
	Animal Services Department Performance Audit
	Child Support Financial Review/Analysis
	Cross Organizational Study
	Animal Control Study
	Cross Planning Study
Indian River County	User Fee/Operations Study
	Review/Consolidation Study
	Parks and Recreation
City of Milton	Cost Analysis
	Asset Management Services

CLIENT	SERVICES
Lafayette County	Alternative Revenue Study
Lake County	Service Cost Assessment
	Fire Non-Ad Valorem Assessment
	Fire Rescue Assessment
	Compensation and Classification Study
	Cost Allocation Plan
Lee County	User Fee Study
	Data Processing Cost Allocation Plan
	Sheriff's Jail Rate Study
	Impact Fee Administration Cost Study
	County-wide Fire Rescue Study
	Cost Allocation Plan
	User Fee Study
Leon County	Management Information Systems Internal Service Fund Methodology Study
	Clerk of Courts Cost Allocation Plan
	OMB Inventory of Existing Charges
	Fire Rescue Assessment
	Cost Analysis
	Asset Management Services
	Fire, EMS and Solid Waste Non-Ad Valorem Assessment
Madison County	Cost Allocation Plan
Manatee County	Cost Allocation Plan
	EPA Rate Proposal
	User Fee Study/Pollution Control
	User Fee Study/Environmental Health
	User Fee Study/Public Health Unit
	User Fee Study
	Capital Projects Overhead Rate Study
	Public Works Project Accounting Review
	Child Support Financial Review/Analysis
	Cost Allocation Plan
Marion County	User Fee Study
	Non-Ad Valorem
	Cost Allocation
Martin County	Cost Allocation Plan
	User Fee Study
	Fire/EMS Study
City of Miami	Legislative Process Study
Miami-Dade County	General Fund Reimbursement Study
	Develop Solid Waste DER 17-708 Full Cost Reporting Methodology, Forms and Report
	FEMA – Disaster Grants Management
	Ground Water Protection Cost Analysis
	Metro Dade Solid Waste Cost Analysis
	Metro Dade Fire Rescue Assessment
Miami-Dade County Schools	FEMA – Disaster Grants Management
Monroe County	Cost Allocation Plan
	Fleet Management Study
	Building Permit Process Redesign
Nassau County	Cost Allocation Plan
	User Fee Study
	Landfill Study
	Personnel Study/Clerk of Circuit Court
	MSBU Assessment Study
	Solid Waste Contract Study
	DER 17-708 Solid Waste Full Cost Accounting

CLIENT	SERVICES
	Compensation and Classification Study for Board of County Commissioners
	Compensation and Classification Study for Clerk of County Courts
Okaloosa County	Cost Allocation Plan
	User Fee Study
	Landfill Study
	Personnel Study/Board of County Commissioners
	Personnel Study/Clerk of Circuit Court
	Operations Review (Water and Sewer)
	Training for NGCSII Software
Okeechobee County	User Fee-Growth Management
	Non-Ad Valorem Assessment
	Management Study
	Cost Allocation Plan
	Compensation and Classification Study
	Waste Management Study
	User Fee Study
Orange County	Cost Allocation Plan
	User Fee Assessment
	Child Support Financial Review/Analysis
	Service Cost Evaluation
	Compensation and Classification Study for the Sheriff's Office
	Compensation and Classification Study (School District)
Osceola County	Cost Allocation Plan
	MSBU Assessment Study
	Waste Management Study
	Performance Measurement System
Palm Beach County	Cost Allocation Plan
	User Fee Assessment
	User Fee Study
	Service Cost Evaluation
	Cost Allocation Plan and Federal Marshall's 243 Report
	Compensation and Classification Study for Clerk of the Circuit Courts
	Compensation and Classification Study for Health Care District
	Compensation and Classification Study for Waste Authority
	Compensation and Classification Study for Sheriff's Office
Pasco County	Cost Allocation Plan
	Analysis of the Sheriff's Office
Pinellas County	Cost Allocation Plan
	Fleet Maintenance
	Data Processing Study
	User Fee Study/Clerk of Courts
	Telecommunications Charge Back System
	Fleet Management Study
	Sheriff's Staffing Study
Pinellas County	Sheriff's Department Cost Allocation Plan
	Service Cost Evaluation
	Management Audit of the Sheriff's Department
Polk County	Fire Rescue Assessment
	Cost Allocation Plan
	User Fee Study
	Stormwater Utility Rate Study
	Indirect Cost Allocation Plan For Sheriff's Office

CLIENT	SERVICES
	Indirect Cost Allocation Plan for Sheriff's Office
	Compensation and Classification Study for the Board of County Commissioner, sheriff's Office
	Compensation and Classification Study for Clerk of Courts, Court Administrator, Property Appraiser, Supervisor of Elections Tax Collector, and Opportunity Council
	Job Descriptions with Americans with Disabilities
	Act Compliance Readiness Criteria for Selected Positions and Fair Labor Standards Act Status of Sheriff's Office Employees
	Analysis of Administrative Services
	Analysis of the Public Safety Department
Putnam County	Non-Ad Valorem Assessment
St. Johns County	Cost Allocation Plan
Sarasota County	Service Cost Evaluation
	User Fee-Land Development
	Cost Allocation Plan
	User Fee Study
	Data Processing Cost Allocation and Recovery
	Impact Fee Administration Cost Study
	Develop Solid Waste DER 17-708 Full Cost
	Reporting Methodology Forms and Reports User Fee-Bldg. And Operations Division Review
	Fire Rescue Non-Ad Valorem Assessment
	User Fee Study-Transportation/Planning Department
	Construction Service Fee Study
	User Fee Study (Labor and Equip, Rates)
	Service Fees Assessment
	Fire Station Location Study
	Review of Growth Management Department
Sarasota County Sheriff	Cost Allocation Plan and Federal Marshall's 243 Report
St. Lucie County	Cost Allocation Plan
Suwannee County	Building Department Study
	Financial Management Assistance
City of Tallahassee	Fire Department Study
Taylor County	Solid Waste Non-Ad Valorem Assessment
Wakulla County	Fire Non-Ad Valorem Assessment
	Cost Allocation Plan
	DER 17-708 Solid Waste Full Cost Report
	Solid Waste Study
Walton County	Curbside collection Feasibility
	Solid Waste Study
	EMS Non-Ad Valorem Assessment Study
	Cost Allocation Plan
Washington County	Child Support Financial Review/Analysis
City of West Palm Beach	Cost Allocation Plan
	Management Audit of the EMS System

OUR GOVERNMENT CLIENT SERVICE EXPERIENCE

Beyond our experience in Florida, we have performed a large variety of services for state and local governments throughout the United States. In some cases, we have conducted several different studies for a given client; in other cases, a single contract included analysis of several departments or work functions at the same time. By way of summarization, the table below shows the number of different functional departments we have studied in the course of our recent engagements for 375 different clients:

CATEGORY	FUNCTIONAL AREAS	DEPTS. REVIEWED
Public Safety and Courts	Courts, clerks of court, corrections, detention, probation, police, sheriff, fire services, EMS, emergency communication, animal control	461
Public Works and Utilities	Public works, water, sewer, transportation, right of way management, facilities, custodial services, parking, fleet, engineering	468
Governance	Elected officials, administration, clerk, elections	102
Finance	Finance, revenue, treasury, assessor, purchasing, taxation, assessment, billing, insurance and risk management	318
Land Development and Regulation	Building codes, planning, zoning, register of deeds, economic development	158
Culture and Recreation	Parks, recreation, tourism, libraries, convention centers, auditoriums, libraries	120
Human Resources	Personnel, labor relations, training	49
Information Technology	Data processing, systems planning, document management	76
Health and Social Services	Health, social services, juvenile services, jobs and family services, mental retardation, substance abuse, veterans affairs	81

OUR PUBLIC SAFETY CLIENTS

As indicated in the preceding table showing our overall client service, our public safety clients represent a large volume of our work business. Clients look to MAXIMUS because we provide a blended project team and experience that includes both general public management as well as specific expertise in public safety. The following table lists some of our more recent public safety clients; these engagements include police services, other public safety services, staffing analyses, deployment and work management, investigations, communications, emergency preparedness, and public safety information technology.

MAXIMUS PUBLIC SAFETY CLIENTS		
■ Alachua County, FL	■ Durham County, NC	■ Moline, IL
■ Alameda County, CA	■ Durham, NC	■ Monterey, CA
■ Albany, NY	■ Edgewater, FL	■ New Orleans, LA
■ Alexandria, LA	■ El Paso, TX	■ North Las Vegas, NV
■ Alexandria, VA	■ Escambia County, FL	■ Oceanside, CA
■ Alpena, MI	■ Escondido, CA	■ Orange County, CA
■ Americus, GA	■ Estereo Fire District, FL	■ Osceola County, FL
■ Anaheim, CA	■ Eureka, CA	■ Pasadena, CA
■ Anchorage, AK	■ Fairborn, OH	■ Pasco County, FL
■ Anne Arundel, MD	■ Fayetteville, NC	■ Pensacola, FL
■ Appleton, WI	■ Florence, SC	■ Pinellas County, FL
■ Auburn Hills, MI	■ Fulton County, GA	■ Polk County, FL
■ Augusta-Richmond, GA	■ Gainesville, FL	■ Putnam County, GA
■ Beaufort County, SC	■ Gainesville, GA	■ Redwood City, CA
■ Berkeley County, SC	■ Glynn County, GA	■ Reno, NV
■ Berrien County, MI	■ Grand Prairie, TX	■ Richmond, VA

MAXIMUS PUBLIC SAFETY CLIENTS		
■ Boston, MA	■ Greenville, NC	■ Rivera Beach, FL
■ Broward County, FL	■ Greenville, SC	■ Rock Island, IL
■ Brunswick County, NC	■ Hall County, GA	■ Roseberg, TX
■ Brunswick, GA	■ Hillsborough, CA	■ Sacramento County, CA
■ Buncombe County, NC	■ Hilton Head, SC	■ Salt Lake City, UT
■ Burke County, NC	■ Huntington Beach, CA	■ San Bernardino, CA
■ Burlingame, CA	■ Irvine, CA	■ San Diego, CA
■ Burlington, MA	■ Jacksonville, FL	■ San Joaquin County, CA
■ Cary, NC	■ Jacksonville, NC	■ San Jose, CA
■ Chandler, AZ	■ Kalamazoo County, MI	■ Santa Ana, CA
■ Charleston County, SC	■ Kenosha, WI	■ Santa Clara County, CA
■ Charlotte County, FL	■ Kill Devil Hills, NC	■ Santa Rosa, CA
■ Chatham County, GA	■ Knox County, TN	■ Sarasota County, FL
■ Chattanooga, TN	■ La Mesa, CA	■ Scottsdale, AZ
■ Chino Valley IFD, CA	■ LaGrange, IL	■ Snohomish County, WA
■ Chula Vista, CA	■ Lansing, MI	■ Sonoma County, CA
■ Collier County, FL	■ Lee County, FL	■ St. Cloud, FL
■ Columbia, SC	■ Lee's Summit, MO	■ Stuart, FL
■ Contra Costa County, CA	■ Lemon Grove, CA	■ Sunrise, FL
■ Coral Springs, FL	■ Long Beach, CA	■ Tallahassee, FL
■ Dallas, CA	■ Los Angeles, CA	■ Troup County, GA
■ Danville, FL	■ Martin County, FL	■ Troup County, GA
■ Davie, FL	■ McDuffie County, GA	■ Venice, FL
■ Daytona Beach, FL	■ Menlo Park, CA	■ West Palm Beach, FL
■ Denver City/County, CO	■ Metro Las Vegas, NV	■ Winston-Salem, NC
■ Rockville, MD	■ Moreno Valley, CA	■ Phoenix, Az
■ Raleigh, NC	■ Ft. McDowell Yavapai Nation	

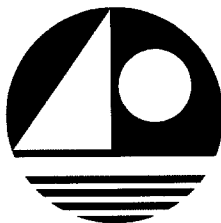
B. JRD & ASSOCIATES

MAXIMUS is pleased that JRD & Associates, a State of Florida approved minority business enterprise, will be joining us for this engagement. We have worked with JRD & Associates on a number of projects and believe that their background and experience will provide invaluable assistance to the City on this engagement. JRD & Associates is certified as a participant in the U.S. Small Business Administration's 8(a) Business Development program.

1. ABOUT JRD & ASSOCIATES

JRD & Associates, Inc. is an Industrial Engineering and Management Consulting firm which focuses on objective, solutions-driven methods of providing consulting services to private and public sector

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**CITY OF MIAMI BEACH
OFFICE OF THE MAYOR & COMMISSION
MEMORANDUM**

TO: JORGE M. GONZALEZ
CITY MANAGER

FROM: LUIS R. GARCIA JR.
COMMISSIONER

DATE: MARCH 2, 2005

RE: AGENDA ITEM - PRESENTATION

State Attorney Katherine Fernandez-Rundle office approached me regarding their Community Outreach Programs currently available. Thus, I want to place this as a presentation item at the March 16th Commission agenda with an **11:00 a.m. time certain**.

Attached for your review is the States catalog indicating the existing programs available.

C: Mayor and Commissioners
Murray Dubbin City Attorney

Note: The referenced attachment was distributed and a copy is available in the City Clerk's Office.

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Agenda Item R9F
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